

**Ministry of Foreign Affairs – (Growth and Employment)**

**Meeting in the Council for Development Policy 28 November 2017**

Agenda item 7

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| <b>1. Overall purpose</b>                           | For discussion and recommendation to the Minister                  |
| <b>2. Title:</b>                                    | Partnering for Green Growth and the Global Goals 2030<br>2018-2022 |
| <b>3. Presentation for Programme<br/>Committee:</b> | 26 June 2017   |

# Partnering for Green Growth and the Global Goals 2030 (P4G)

## Key results

- Public-private partnerships facilitated and supported by grants, expertise and network
- Summits showcasing public-private partnerships, and bringing lessons on how to improve the enabling environment
- State of the art reports synthesizing experience from progress of partnerships

## Justification for support

- Empowering partnerships with governments, business and community leaders to speed up the delivery of the climate targets and the SDGs
- Investments in inclusive, sustainable growth and development in developing countries and emerging economies focusing on energy, water and agriculture in support of the SDGs which is in line with one of the four strategic guideposts of Denmark's Strategy for Development Cooperation and Humanitarian Action – The World 2030
- Redefining the partnership concept to add value to different types of partnerships, such as industry-based partnerships, philanthropic partnerships, community-based partnerships or contractual/exchange for service partnerships

## How will we ensure results and monitor progress

- Each partnership will develop a specific results framework including well defined outcomes and indicators, and these will, where possible, align with relevant SDG goals and targets and make use of the associated SDG indicators (especially SDG 8 and 17), but also e.g. SDG 2, 6, 7, 11 and 12
- Periodic reporting and tracking of progress will allow annual stocktaking as a gauge of performance. An ex-post assessment will be done after the completion of the partnership or period of P4G-support or engagement

## Risk and challenges

- Global financial instability and economic slowdown leading to severely deteriorating market conditions
- Global cooperation on climate and global goals slows
- Partner ownership diminishes - new partner countries do not join; partners do not participate actively or contribute financially or engage with national platforms and/or existing partner countries leave
- Insufficient good partnerships emerge
- Good partnerships are crowded out by P4G supported ones

### Strat. objective(s)

Contribute to delivering market driven green solutions to meet the SDGs in at least 10 countries where P4G supports public-private partnerships.

### Thematic Objectives

Transforming key economic systems that will drive the green economic transition.

The economic systems in focus are food and agriculture (SDG 2), water (SDG 6), energy (SDG 7), cities (SDG 11), and circular economy (SDG 12).

File No.	2017-28945						
Country	Global						
Responsible Unit	VBE						
Sector	43010						
	<i>Mill.</i>	2018	2019	2020	2021	2022	Tot.
Commitment		45	45	45	45	45	225
Projected ann. Disb.		45	45	45	45	45	225
Duration	2018-2022						
Finance Act code.	§06.3802.12						
Desk officer	Dorrit Skaarup Jensen						
Financial officer	Hans-Henrik Christensen						

## SDGs relevant for Programme



No Hunger



Clean Water, & Sanitation



Affordable Clean Energy



Decent Work & Economic Growth



Sustainable Cities & Communities



Responsible Consumption & Production



Partnerships for Goals

## Budget

DKK mill.

Partnership fund	123
P4G Coordination Hub	81
National Platform (Denmark)	19
Monitoring, reviews etc. (MFA)	2
Programme Support	225
<b>Total</b>	<b>225</b>

## List of Engagement/Partners

- World Resources Institute (WRI)
- State of Green (SoG)

# **Program Document (PD)**

## **Partnering for Green Growth and the Global Goals 2030**

**2018-2022**

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Danida  
Ministry of Foreign Affairs, Denmark  
November 2017

File no.: 2017-28945

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## List of abbreviations

GCF	Global Climate Fund
Danida	Danish International Development Agency
DED	Development Engagement Document
DFID	Department for International Development, United Kingdom
DMDP	Danida Market Development Partnership Program
DKK	Danish Kroner
DTU	Technical University of Denmark
EFKM	Ministry of Energy, Utilities and Climate
3GF	Global Green Growth Forum
GGGI	Global Green Growth Institute
IFU	Investment Fund for Developing Countries
MFA	Ministry of Foreign Affairs of Denmark
MFVM	Ministry of Environment and Food
NCE	New Climate Economy
ODI	Overseas Development Institute
PAP	Process Action Plan
P4G	Partnering for Green Growth and the Global Goals 2030
PD	Program Document
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
SoG	State of Green
UNEP	United Nations Environmental Program
UNGA	United Nations General Assembly
VBE	Department of Growth and Employment
WRI	World Resources Institute

## **1 INTRODUCTION**

“Partnering for Green Growth and the Global Goals 2030” (P4G) is a new international initiative supported by countries, businesses, international organisations, academia including research organisations and civil society. The initiative is co-created in collaboration with international partners including the partner countries Chile, Ethiopia, Kenya, The Republic of Korea, Mexico and Vietnam. The Process Action Plan (PAP) illustrates the participative process designed to create ownership among all parties, including Danish stakeholders (Annex 1).

P4G was adopted by the Danish Government in June 2017 and launched in a side-event at the United Nations General Assembly (UNGA) in September 2017. P4G will take action from January 2018.

The present Program Document (PD) details the background, content, and management set-up of P4G. The underlying Development Engagement Document (DED) details the role and responsibilities of State of Green (SoG). Finally, the PD and the DED align with the DED for the core-funding contribution to WRI for the five-year period of 2018-2022.

## **2 BACKGROUND**

### **2.1 Context**

System-wide change is needed to achieve the Global Goals by 2030. In this context, Denmark engages in partnerships with public and private sector and civil society actors to promote practical solutions, based on solid knowledge and evidence. Focused on developing and emerging economies, these interventions are part of Denmark’s contribution to the implementation of the Paris Agreement and the Sustainable Development Goals (SDGs).

Denmark is internationally recognized for being among the leading countries in the world when it comes to establishing partnerships between the public and private sector and including the civil society, research institutions, etc. P4G recognizes this and has the ambition to take this know-how to the world in order to help implementing SGD 17 – creating partnerships that can deliver on the SDG’s.

The current Danish engagement internationally on this agenda ranges e.g from our partnering with Denmark programme, assistance to analytic work and national planning (Global Green Growth Institute), support to enabling conditions for transformation to low carbon and climate resilient economies (United Nations Environmental Program/Technical University of Denmark) and providing financing and services in the form of grants, loans, equity, guarantees and other risk cover (Global Climate Fund and the new SDG Fund to be managed by IFU). The P4G is situated in the middle of the delivery chain with its focus on promoting an enabling environment for inclusive green growth through public private partnerships. The initiative is designed to add value to other funded activities due to its unique focus on scaling partnerships to meeting the climate and sustainable development goals by 2030. Human Rights and Gender will be key guiding aspects of the work.

WRI and the New Climate Economy (NCE) are two leading international actors with a close engagement in green growth and the private sector, as well as a long history of cooperation with Denmark. WRI/NCE stand out as especially influential think tanks with a wide outreach of networks and coalitions and thus form an ideal host for P4G's international activities.

There are clear synergies between WRI/NCE and P4G. The two hold complementarities but intervene at different levels. P4G will catalyse and scale partnerships with governments, business and civil society to speed up the delivery of the SDGs. WRI on the other hand is an action orientated research organisation that amongst others will add considerable sector knowledge to P4G's partnership work.

At the national level P4G will benefit from partnering with SoG as it represents a body of influential business partners committed to green growth, making it an ideal national host for the Danish P4G platform.

## **2.2 Policy Framework**

P4G is aligned with Denmark's Strategy for Development Cooperation and Humanitarian Action – The World 2030. Referring to one of four strategic guideposts of the strategy, Denmark will invest in inclusive, sustainable growth and development in developing countries and emerging economies focusing on energy, water and agriculture in support of the SDGs. P4G gives priority to these sectors and other thematic areas as for example cities and circular economy where Denmark has special knowledge, resources and growing interests. The strategy furthermore stresses that Denmark will contribute to development results through partnerships (SDG 17). P4G at its core is a partnership among countries, businesses, international organisations, academia including research institutions and civil society. Moreover, partnerships are the key delivery mechanism of the initiative. P4G is aligned with sector strategies for Energy<sup>1</sup> (March 2017) and for Environment & Food<sup>2</sup> (May 2017). Both highlight potential synergies with development cooperation initiatives. Finally, P4G is aligned with the new Foreign and Security Policy, which gives priority to further strengthening efforts to internationalize Danish businesses.

## **2.3 Lessons learned from 3GF**

The Global Green Growth Forum (3GF) hosted five summits in Copenhagen between 2011 and 2016 with high-level participation from governments, the private sector, international organisations, financial institutions and civil society. Some partnerships were initiated and launched at the summits, while other partnerships made use of the events to scale and expand their activities. 'The Food Loss and Waste Protocol' partnership <http://flwprotocol.org/> launched at the 3GF Summit in 2016 represents the first case. 'The 2030 Water Resources Management' partnership <https://www.2030wrg.org> and 'The Building Efficiency Accelerator' partnership <http://buildingefficiencyaccelerator.org> are examples of the latter case. For more details about the 3GF partnerships see Annex 2.

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<sup>1</sup>Jointly prepared by Ministry of Energy, Utilities and Climate and MFA

<sup>2</sup>Jointly prepared by Ministry of Food & Environment and MFA

3GF was successful as a new agenda setting platform for dialogue and networking between the private and the public sector<sup>3</sup> (first mover). However, the level of participation was difficult to maintain and develop (summits and public private partnerships became mainstream). Finally, the adoption of the Paris Agreement and the SDGs called for more action on the ground than the Danish initiative was originally designed to deliver.

An internal assessment of 3GF partnerships prepared for the formulation of P4G, indicated that out of a total of 44 partnerships: i) 6 partnerships developed into either scaled partnerships or partnerships with potential to scale; ii) 13 partnerships developed from partnership ideas into mature partnerships; and, iii) 25 partnerships only presented ideas which were not materialised through the 3GF.

However, the insights gained over the years are more interesting than the figures themselves. An important lesson learned is the lack of tools and resources available for facilitation and funding of partnerships. For partnerships to evolve they also need drivers, access to networks, know-how, feed capital, etc. Another important lesson learned is that it takes time for a partnership idea to develop into a mature partnership, and bringing it to scale requires further substantial effort.

**Box 2.1 Example of a partnership idea with long preparation time**

A newly established Danish funded partnership (Danida Market Development Partnership Program) entitled ‘Supporting sustainable mini-grid development and local production of wind-turbines using the case of Kenya’, takes inspiration from an earlier 3GF partnership idea entitled ‘Scaling Green Off-Grid Energy Solutions in Kenya’. This partner consortium engages a key business partner and a local partner, who were previously involved in the 3GF partnership idea.

The last years of existence the 3GF was criticised for not bringing about the needed results and changes. Partnerships were not materialising in the scale needed. Finally, it was also seen as a very “Danish” initiative more than an international collaboration.

### **3. PRESENTATION OF P4G**

#### **3.1 Objective**

The objective of P4G is to contribute to delivering market driven green solutions to meet the SDGs in at least 10 countries through public-private partnerships. The contribution lies in accelerating and promoting inclusive green growth in focused areas. P4G will achieve this by harnessing the strengths of the public and private sectors, and facilitating them towards concrete action. P4G will deliver in three interlinked areas:

- Public-private partnerships facilitated and supported by grants, expertise and network
- Summits showcasing public-private partnerships, and bringing lessons on how to improve the enabling environment
- State of the art reports synthesizing experience from and progress of partnerships

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<sup>3</sup> Internal Review (May 2016)



### **3.2 Theory of Change**

At the macro level, many countries already benefit from well-advanced and state of the art policies guiding green growth. There are also at the micro level excellent and inspiring examples of green solutions and other innovations. But the outcomes at scale are disappointing, with many pilots but few replications. What is commonly missing is the connection at the meso-level to bring the policy in to practice, and to scale up innovations so they can benefit from the enabling policy environment. The missing linkage is exacerbated by dysfunctional institutions, vested interests, and inadequate collaboration between the public and private sector. Partnerships can lessen market barriers and create a link between policy and green solutions and innovations by improving collaboration between businesses, business member organisations, trade unions, universities and skills development institutions, financial institutions, civil society and public sector bodies. The core of the theory of change behind the P4G is that:

- The actions of a single actor alone cannot achieve the global goals.
- The public sector and private or business sector must work together in partnerships to develop market conditions that drive innovative, sustainable and profitable solutions, promoting growth and decent jobs in the process.
- Public-private partnerships must be tailor-made to fit different national contexts, with partners from civil society and academia engaged to ensure accountability and transparency.
- The fundamental demand and driving force behind public-private partnerships are opportunities for profit and return on investment for the private sector. Without prospects for profit and return, partnerships are unlikely to start or prosper. Consequently, P4G will concentrate its effort on the more ‘economic’ orientated SDGs’.

The core theory of change is supported by research that potential gains for green growth are substantial and could be worth \$US 12 trillion by 2030 according to the report, “Better Business, Better World” (January 2016). The theory is also supported by the adoption of the 17 SDGs, which emphasize the role of the green economy in developing a sustainable and poverty-free future, and in particular goal 17 which calls for public-private partnerships. More detail on the theory of change behind P4G is presented in Annex 3.

### **3.3 Scope of the P4G initiative**

#### **Geographic scope**

The geographic scope for the partnership and partner countries is global, and involves developed, emerging and developing countries. The initial P4G partner countries include Chile, Ethiopia, Kenya, Mexico, The Republic of Korea, Vietnam and Denmark. It is expected that more partner countries will join. Countries which have demonstrated interest include China, Columbia, Indonesia and the Netherlands. The geographic support provided through subsidized facilitation and catalytic grants will be focused on emerging and developing countries.

#### **Thematic scope**

Thematically, the focus will be on key economic systems that if transformed will drive the green economic transition. Identified key economic systems where opportunities and impacts reflecting

the SDGs are greatest include: Food and agriculture (SDG 2), water (SDG 6), energy (SDG 7), cities (SDG 11), and circular economy (SDG 12). These systems will drive global economic growth and are critical to connecting leaders around concrete commitments to create enabling conditions that drive the green transition.

### **3.4 Justification for selected design**

The design of P4G is guided by lessons learned from 3GF, and the outcome of the co-creation and consultation process. One critical decision was to make P4G an international initiative with six partner countries moving the agenda forward together. Another critical decision was to focus the attention on the concrete partnerships making sure that results were created.

*Creating the case for partnerships* - there is a strong interest in the partnership model from a wide range of stakeholders. Advancing from where 3GF left off, P4G will move from awareness raising on “why to partner” (call), to “how to partner” and scaling (action).

*National anchorage* – P4G will build on the international activities of 3GF, but will in pursuing national engagement and implementation, go further by creating national platforms and engaging partner countries in summits every second year.

*Selection criteria* – learning from 3GF, P4G will identify the most promising partnerships that can deliver on the SDGs.

*Start up and scale* –Whereas 3GF was more agenda setting, P4G will concentrate its support to the crucial start up and scaling phases of partnerships.

*Accountability* – learning from 3GF, P4G will track and hold partners and partnerships accountable for commitments made in P4G.

P4G will refine the partnership concept to distinguish from and add value to other types of partnerships, such as industry-based partnerships, philanthropic partnerships, community-based partnerships or contractual/exchange for service partnerships. At the outset, P4G will apply an open and flexible approach with a focus on participation of public as well as private partners. Public partners could include (but are not limited to) government bodies, regional authorities and cities whereas private partners may include (but again are not limited to) private companies, think tanks and civil society representatives. The partners will have in common that they share the aim to bring about inclusive green growth contributing to the SDGs. The partnership should address bottlenecks and react to opportunities where the cooperation of the partners is necessary to create results that would not, without P4G support, have otherwise taken place.

### **3.5 Expected outcomes and indicators**

At the impact level, it is expected that P4G will have contributed to “delivering market driven green solutions to meet the SDGs in at least 10 countries where P4G supports public private partnerships”. The impact indicator is that contributing to the 2030 SDGs is on track by end 2022 in the countries that P4G engages in and with a focus on SDG 2, 6, 7,11,12,17. The impact of P4Gs support to these SDGs will be determined based on the partnerships and activities that are undertaken across countries and sectors or themes. Outcomes and indicators at the outcome level are shown below:

<b>Outcome</b>	<b>Indicator</b>
The enabling environment for green growth in emerging and developing countries has significantly improved	SDG indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development
Green growth public-private partnerships initiated	Number of public-private partnerships that move from concept past start-up stage into implementation – linked to SDG target 17.16. and 17.17
Green growth public-private partnerships accelerated in scale and replication	Number of public-private partnerships that move from implementation stage to significant scaling and replication – linked to SDG target 17.16. and 17.17
Sustainable public-private partnerships that support inclusive economic growth	Increase in turnover, profit and employment for successful P4G partnerships where financial outcomes are explicit as part of partnerships' success.
Increased private sector investment in green growth enterprises	Financial leverage: Additional private sector equity and or debt relative to initial P4G grant

Annex 4 provides more information on targets and timing. Each partnership will develop a specific results framework including well defined outcomes and indicators<sup>4</sup>, and these will, where possible, align with relevant SDG goals and targets (especially SDG 8), and make use of the associated SDG indicators. In this way, partnerships that focus on food and agriculture will draw inspiration from SDG 2, those on water from SDG 6, those on energy from SDG 7, those on cities from SDG 11 and those on the circular economy from SDG 12.

### **3.6 Risk analysis and response to programmatic and institutional risk factors**

The contextual risks can be summarized as:

- Global financial instability and economic slowdown leading to severely deteriorating market conditions
- Global cooperation on climate and global goals reduces

There is little that P4G can do to influence this risk environment. Although these risk factors will affect the program, they also lead to a situation where program efforts are needed even more. Thus, the advent of these risks is not a reason to withdraw, but more a reason to reinforce the approach.

The program related risks can be summarized as:

- Partner ownership diminishes - new partner countries do not join; partners do not participate actively or contribute financially or engage with national platforms and/or existing partner countries leave
- Insufficient good partnerships emerge
- Good partnerships are crowded out by P4G supported ones
- Impact reduced through spreading too thin

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<sup>4</sup> To the extent pertinent and possible collected data will be gender disaggregated

The impact of these risks is considerable, and learning from 3GF, it can be concluded that if the P4G does not mitigate and actively manage them, they are very likely to fail. The constitution of the Board of Directors, as well as the choice of WRI as an active hosting partner, were made to ensure that these risks can be prudently managed.

The institutional level risks can be summarized as:

- Individual partnerships fail (with no learnings or benefits for P4G)
- Fraud and gross mismanagement

Some failure rate, both in individual partnerships and at the program level in partnerships, is likely and to be expected, and is not critical unless it becomes widespread. Fraud and gross mismanagement will need to be prevented through sound financial management and engagement of the governance, systems, and the experience of WRI.

Further details are given in Annex 5, the Risk Management Matrix.

### **3.7 Partnership facilitation, funding and award modalities**

#### **3.7.1 Partnership facilitation**

The P4G Coordination Hub will play a critical role in understanding the needs of different partners and partnerships and identifying what sort of facilitation and technical assistance they will need.

The partnerships that go through a P4G facilitation process will typically benefit from:

- Customized guidance and advice on partnership set up, governance, and process
- Partnership brokering and support from a broad network of business, government, civil society, city representatives and investors
- Engagement with experts and mentors to help drive the partnership forward
- Exposure/spotlight on the partnership
- A toolkit, materials, and publications
- Potential access to catalytic funding (details provided in next section)
- Potential matchmaking with sources of finance and investment to secure long-term sustainability (vetting)

Partnerships will originate from many different sources, typically from an initiative or a coalition. Some partners will already have access to partnership expertise and resources through existing organisational structures or focus. Others will be new to partnering. Some partners will come with a green growth background, familiar with the relevant organisations and stakeholders, whereas others will come from within more traditional industries or government ministries.

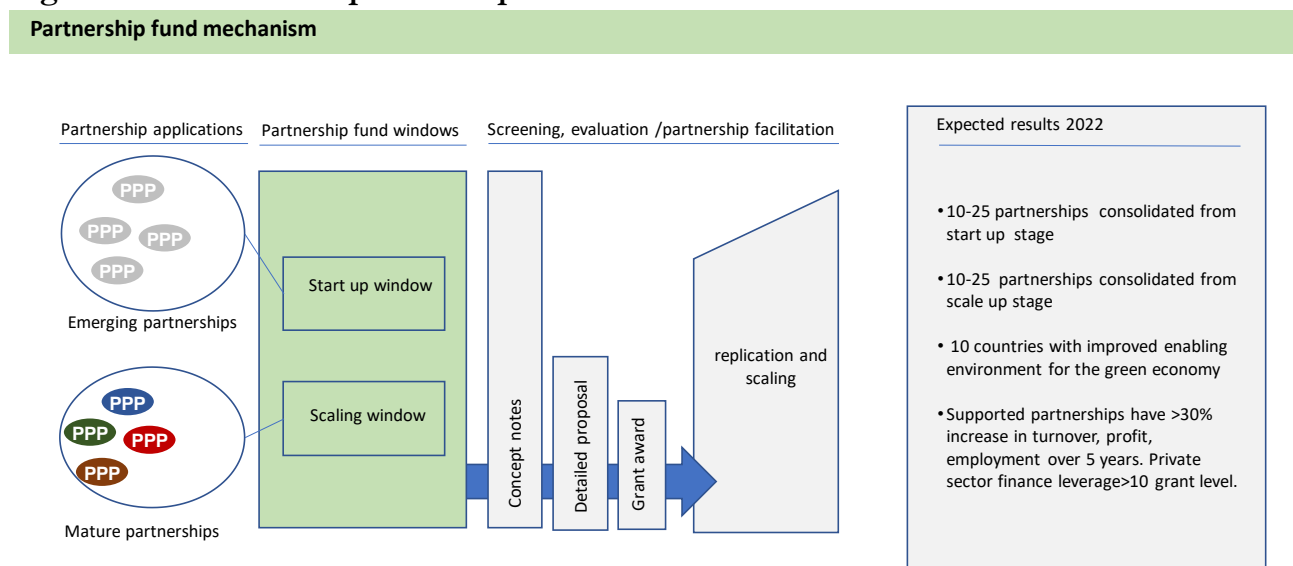
P4G can also proactively generate partnership ideas. P4G will screen for partnerships by tracking and monitoring emerging challenges and potential gaps, and where appropriate, convening stakeholders and brokering discussions. New partnership solutions will come from the P4G

network (best of 3GF partnerships, partner countries, P4G board and broader network) as well as open source from research and response to P4G summits and communication material, and application to the partnership fund. Partnerships differ widely and have specific development requirements but typically go through a similar lifecycle – from idea generation, start-up to implementation and scaling. P4G will focus on the start-up and scaling phases. Annex 6 provides more details on the partnership lifecycle and the facilitation support provided.

### 3.7.2 Partnership fund

The strategic purpose of the partnership fund is support partnerships to overcome barriers related to access to finance by providing catalytic funding at start-up and scaling stage. The partnership fund will be set up as a challenge fund, with up to two annual calls for proposals. Promising partnership ideas and start-ups (emerging partnerships) that need support to consolidate the partnership, or test the feasibility of innovative approaches can apply during a start-up window. Mature partnerships that are engaged in promising business-driven green growth innovations but need support to scale up their impact, can apply within a scaling window. The intention is to provide catalytic funds to overcome specific financial barriers at start-up and scaling stages. Implementation and running expenses of partnerships will generally not be funded. Figure 3.2 provides an overview.

**Figure 3.2 Overview of partnership fund**



The partnership funding pipeline is demand-driven. Applications will follow a two-stage process. At the first stage, partnerships will submit a brief concept note outlining the partnership, purpose, scope, and catalytic justification for funding. The P4G Coordination Hub (see section 4.4) will screen the concept notes and assess those that are eligible for funding. Partnerships whose concept notes are assessed as suitable, will be invited to prepare a detailed proposal. A small grant will be available to prepare the proposal if needed. At the second stage, partnerships will develop and submit their detailed proposal, and where relevant, engaging with the partnership facilitation support provided by the P4G Coordination Hub.

For grants of USD 0.1 million and below, the P4G Coordination Hub will directly approve the grant. For larger grants, a shortlist of recommended proposals for grant funding will be drawn up by the P4G Coordination Hub and submitted to the Board of Directors. An independent investment advisor will perform a grants appraisal before the board gives the final authorization for the grant. The investment advisor ensures that the board has expert advice independent of the P4G Coordination Hub, who through facilitation, may have had the role in preparation of the proposal. Directors of the Board cannot vote on approving a grant to partnerships from countries which they represent.

Eligible partnerships must consist of commercial and non-commercial partners. The commercial partners will be a business<sup>5</sup>, or group of businesses. The non-commercial partners include public sector bodies, along with representatives from, civil society, business member organisations, trade unions or others that operate on a non-profit basis. The applicant who will sign a grant agreement with the P4G Coordination Hub will be the non-commercial partner. To apply within the start-up window, it is not a requirement that the partnership is based on a formal agreement.

The proposed activities should be located and/or benefit a developing or emerging economy under the ODA/DAC list of eligible countries. The grant should be directed, at the start-up or scaling stage of a partnership, to address a market barrier that could not otherwise be solved. Partnerships must focus on the SDGs including, but not limited to the following:

- Improving the enabling environment through standards, protocols and policy improvements - as for example introduction of voluntary and compulsory building standards for energy efficiency.
- Value chain addition through addressing institutional constraints in the public/private interface and collaboration - as for example introduction of improved hygienic practices in the dairy industry that conform to export and phytosanitary regulations.
- Introduction of technology and innovative approaches that enhance sustainable inclusive growth - as for example scaling up waste to energy by making use of agricultural residue.
- Situations where environmental and social externalities prevent or slow market solutions as for examples reduce start-up costs associated with for renewable energy mini-grid operators in remote areas.

Initiatives will be focused on, but not limited to: food and agriculture, energy, water, cities and promotion of the circular economy. It is proposed that a grant of up to 75% of the total costs will be available for the start-up phase with a maximum grant of DKK 615,000 (USD 0.1 million), and up to 50% of the costs for the scaling phase with a maximum grant of DKK 6.15 million (USD 1 million). Typically, the grant will be used to pay for:

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<sup>5</sup> It will be a key requirement that the businesses are committed to responsible business conduct by integrating human rights, labour rights, environment and anti-corruption concerns into their operations and core strategies. A number of international frameworks apply, including UN Global Compact, UN Guiding Principles on Business and Human Rights, the OECD guidelines for multinational enterprises and the ILO decent work agenda. Business ventures that appear on the exclusion list of the European Development Finance Institutions will not be eligible for support.

- Preparations/analysis to build the business case for the partnership
- Feasibility studies for innovative technologies or approaches
- Platform/network start-up or expansion costs
- Other funding, of a catalytic nature, needed to scale up impact such as the development of new business and finance models, and creating the conditions for an enabling environment for change

The P4G partnership facilitation process will raise awareness of the fund, but will not direct funding to partnerships. A special call for proposals addressing particular challenges could follow from the biennial summit, and could serve to guide a future pipeline of applications.

A draft partnership fund operating manual will be available in January 2018. The manual will provide detailed information on application eligibility, proposal evaluation criteria, definition of eligible expenses, template grant agreements as well as the procedures and time limits for the call for proposals. The manual will build on international best practice (DFID, SIDA etc.) and will consider if the Donor Committee for Enterprise Development (DCED) approach and systems are relevant, and adapt them as necessary.

The end result of each partnership will, depending on the nature of the activities, take between 1 and 3 years to be apparent. Thus, within 3 years of the end of the program (2025), it is expected that arising from the support through the partnership fund, in conjunction with the partnership facilitation, there will be:

- 10-25 successful partnerships that have been consolidated from start-up to scaling stage
- 10-25 successful partnerships that have been consolidated from scaling stage, to a stage where they operate at scale and replicated
- 10 countries will have benefited from a significantly improved enabling environment for green economy (range 8-15)

In turn, these partnerships should have led on average to at least a 30% increase, from a pre-project baseline, in turnover, profit, and employment. It is also expected that the partnerships will have raised commercial investment through debt and equity of at least ten times the grant amount.

It should be noted that some partnerships, including partnerships that received grants, will fail. This is to be expected, and is also a sign that P4G is engaging in supporting actions where there are market weaknesses, high risks, and where the activities would not have gone ahead without such support. Thus, a failure rate of up to one third will be considered acceptable with that tolerance adjusted as experience is gained. The target of 30% increase in the linked metrics of profit, turnover, and employment, is set at a level that is likely to reflect a positive internal rate of return for the program, given its costs and bearing in mind the presence of positive and intangible externalities, and its contribution to intangible benefits. This and other numerical targets will need to be confirmed at inception stage, and refined through experience.

The partnership targets, criteria, funding levels and partnership fund modalities will be reviewed by the end of the inception phase, and also considered by the Board of Directors at regular intervals, to ensure that they are still appropriate. Denmark will finance the challenge fund, but as the P4G takes form other partner countries are expected to join as co-financers.

### **3.7.3 Award**

The P4G will introduce an open prize award, a competitive process to profile the achievements of the most promising partnerships. The award will include, but not be restricted to, partnerships facilitated or funded by P4G. The award ceremony will take place at the biennial summit. It will provide significant exposure for P4G partnerships whilst building momentum around partnerships delivering sustainable solutions to meeting the SDGs. The details of the prize award will be fleshed out during the inception phase and submitted to the P4G Board for review and approval. The Board may decide to give priority to a (minor) financial award.

### **3.8 Links to other international initiatives and organisations**

Apart from the partners WRI and NCE, the P4G will invite international organisations to become partners in the initiative. They are not limited to, but include, the Global Green Growth Institute (GGGI), the World Business Council for Sustainable Development (WBCSD), the Cities Climate Leadership Group (C40), the United Nations Global Compact (UNGC), the United Nations Environmental Program (UNEP) and the World Bank (WB)/International Finance Corporation (IFC). Section 4.2 provides more details about the role and responsibilities of international partner organisations in the P4G management set-up.

P4G will actively ensure synergies with the organisations listed. However, cooperation may take different forms. One example is that partner countries could decide to join forces with the local presence/offices of these institutions. Ethiopia is the first partner country to launch its national P4G platform in close cooperation with, and support from the GGGI country team and the WRI country office. Another example is that partner countries could decide to prepare P4G meetings in the margin of international events. Denmark (and Sweden) will host the Nordic Clean Energy Week in May 2018, and is preparing a P4G thematic high-level meeting on energy partnerships in this context.

At country-level, the P4G will ensure synergy with Danida-funded instruments including the Partnering with Denmark program (Growth Advisors), the Danida Market Development Partnership Program (DMDP), Denmark's Climate Change Envelope interventions (Klimapuljen), and different growth and export-orientated activities. Finally, links to the Sustainable Development Goals (SDG) Fund managed by IFU will be established as the instrument takes form in the coming years.

### **3.9 Monitoring, reporting and evaluation**

The main outcomes and results of the program will be available and reflected in the biennial State of Art report to be coordinated and published by WRI.



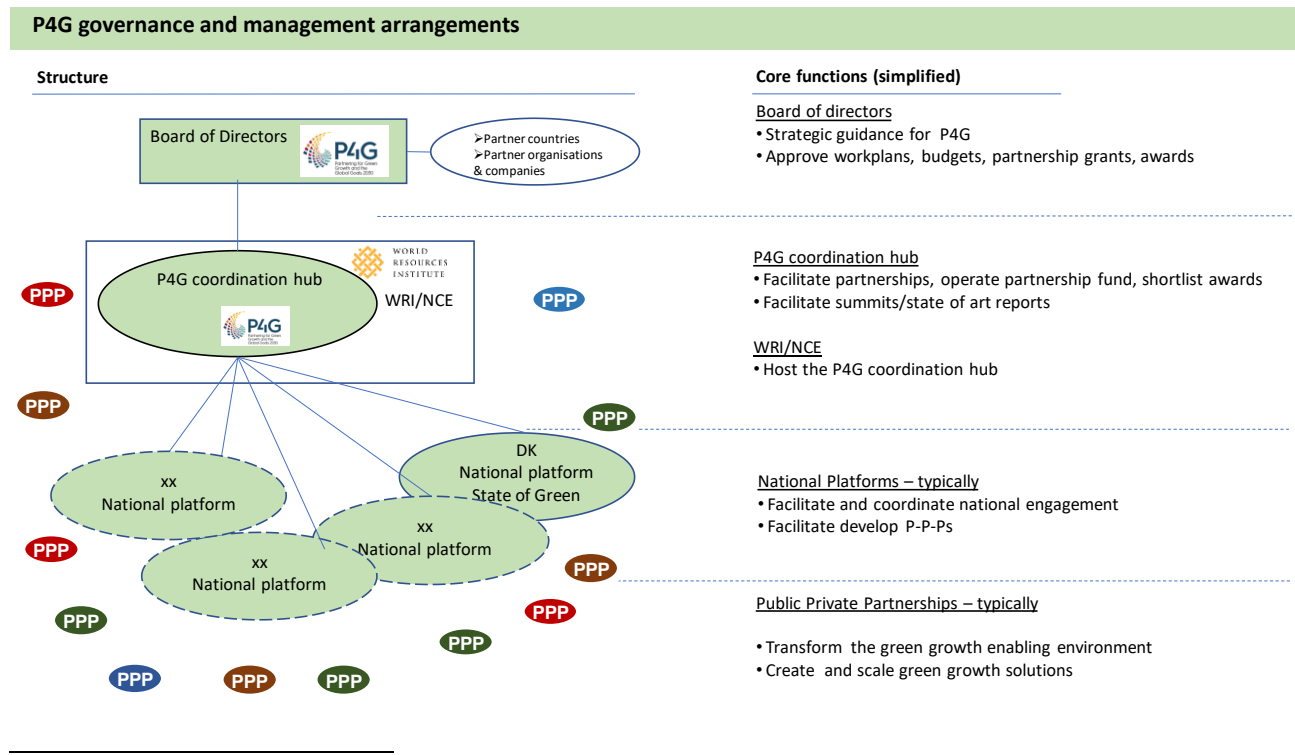
The P4G Coordination Hub will present an annual report to the board which will provide a record of technical and financial progress against the results framework and annual work plan approved in the preceding year. To support the results and annual reporting, the P4G Coordination Hub will set up a partnership facilitation and partnership fund monitoring system<sup>6</sup>. It is essential that monitoring of the quality of facilitation and the grants provided makes use of external viewpoints and that the board although relying mainly on the P4G Coordination Hub also has access to information that is independent of the Hub.

An inception phase will take place within the first six months and an inception review will be held to review targets and procedures. This will also serve as strategic guidance to the Board of Directors. A mid-term review will also take place and a review may be carried out at the end based on the completion report. The board and major funders reserve the right to carry out additional reviews as necessary.

#### 4 MANAGEMENT SET-UP

P4G is composed of stakeholders and entities at the international and national level. At the international level, it includes: partner countries; partner organizations and companies; Board of Directors; the P4G Coordination Hub; WRI and international public-private partnerships. At the national level, it includes: national platforms and national public-private partnerships. The overall governance and management arrangement is shown in Figure 4.1, and further detailed in Annex 7.

**Figure 4.1 P4G governance and management arrangements**



<sup>6</sup> This work will take inspiration from the Results Framework for Danida’s Business Instruments (in draft)

#### **4.1 Partner countries**

P4G partner countries have the following roles and responsibilities: creating ownership and financing of P4G; P4G summit hosting and participation and, ensuring national engagement.

The institutional location of the country partner representation and the nature of their engagement with their national platform will vary from country to country. In the case of Denmark, as a main financier and to ensure coordination and engagement of MFA in summits and meetings, the country partner of the P4G will be anchored in MFA; Department of Growth and Employment (VBE). VBE will assure coordination with Danish embassies in partner countries prior to the summits every second year. Moreover, Denmark as a country partner will, where appropriate and on a demand and need basis, avail the support of Danish embassies to assist in the facilitation role during establishment of national platforms.

#### **4.2 P4G partner organisations and companies**

P4G will invite partners from organizations and companies which share P4G aims and are in a position to contribute towards advancing the global goals through development of partnerships. These partners from the public, private and non-state sector will form an expanding group of interested stakeholders that as a group will be represented in some form as members on the Board of Directors on a rotating basis. Partners will meet once a year in connection with the summit (held every second year) and in connection with a national and/or regional P4G meeting (in alternate years). The partners will give strategic advice on the P4G strategy and program direction; resourcing of P4G and on new partners entering the initiative. The role and responsibilities of the partners are to:

- Initiate, drive and participate in P4G partnerships
- Potentially contribute funds to P4G (facilitation activities, or partnership fund)
- Contribute to promoting P4G objectives and branding, in coordination with the P4G Coordination Hub
- Leverage communication channels to support the P4G as relevant, in coordination with the P4G Coordination Hub
- Participate at high-level and when relevant co-host P4G Summits
- Participate and when relevant co-host P4G national and regional meetings
- Participate in annual partner meetings

#### **4.3 Board of Directors**

Partners will agree on selecting a Board of Directors<sup>7</sup>, including as a minimum the following:

- A representative from each partner country

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<sup>7</sup> A reasonable gender and generation balance will be pursued when the Board are appointed

- Up to 6 high-profile representatives from the private sector, incl. institutional investors
- Up to 4 high-profile representatives from P4G partners incl. WRI (e.g. business associations, international organizations)

Board members are appointed for 2 years on rotating basis. Partner countries and WRI will hold permanent seats on the board. The main roles of the board are:

- Strategic direction and guidance
- Governance (approval of work plans and budgets)
- Prize Award and grant decision making

The Board of Directors will meet regularly 2-3 times a year, including once a year in-person to agree on strategy and program direction. Board directors may propose an alternate to take their place for meetings that they are not available for. The Board will be Ministers, CEOs and leaders of organizations that commit to participate in a minimum of one annual meeting of the Board, while alternates may take their place in other regular Board meetings which may also be held as virtual meetings.

There will be two co-chairs of the Board, one will be from the country government hosting the next summit, and one from the private sector. National platforms will have observer status. An interim board will be set up for the first 6 months, awaiting and to support the appointment of the final full Board.

The Board will be supported by an independent investment adviser whose role will be to provide final scrutiny and advice to the Board on the partnership grants recommended by the P4G Coordination Hub under the partnership fund mechanism. In addition, a small partnership prize award committee will be established by the Board. The prize award committee will make recommendations to the Board for the prize award based on a short list drawn up by the P4G Coordination Hub.

The P4G Coordination Hub will serve as a secretariat for the Board. Meeting facilities are financed through the budget of the P4G Coordination Hub. Travel and per diem are covered by board members themselves with support provided by the P4G budget for developing country participation.

#### **4.4 The P4G Coordination Hub**

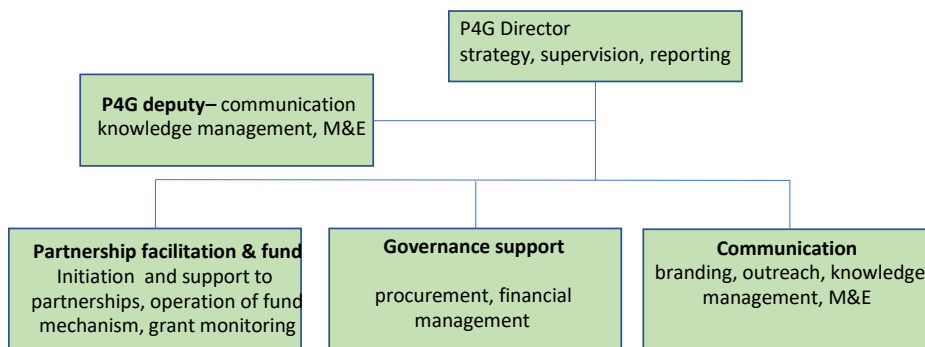
The P4G Coordination Hub is located WRI, Washington, D.C Office, but as an independent unit with separate branding and organization. The hosting responsibilities are drawn up in detail in the DED. The roles and responsibilities of the P4G Coordination Hub are:

- Link partner countries, national /international constituencies
- Facilitate partnerships and national platforms
- Operate partnership fund and monitor grants

- Support summits, prize awards and state of the art reports
- P4G branding, communication and knowledge management
- Administration, reporting and monitoring

The P4G Coordination Hub will be expected to link to partner countries, national and international constituencies to develop the initiative, ensure accountability in P4G, and the impact globally of P4G. The P4G Coordination Hub will play a key role in connecting the dots substantively between P4G partners, international constituencies, countries, private sector, academia including research institutions, civil society representatives engaged in P4G work. The P4G Coordination Hub will work with relevant P4G national platforms to ensure linkages and coherence among global, regional and national meetings, support the development and amplify the impact of the P4G partnerships, track their progress and key outcomes, ensure effective knowledge management across the P4G network, and expand its impact globally. The International Coordination Hub is expected to be staffed with 10-14 employees. The organization as shown in Figure 4.2 will be subject to review during the inception phase.

**Figure 4.2 P4G Coordination Hub structure**



The P4G Coordination Hub is financed by Denmark. All positions will be open to competitive international recruitment. Partner countries are invited to second staff, providing an additional link to national and regional activities and platforms.

#### 4.5 National platforms

Each national platform will be constituted and tailored to the national context. The main functions will be to:

- Facilitate and scale public-private partnerships
- Facilitate and coordinate national engagement in summits and state of art reports

The national platform is the responsibility of the partner country including all related establishing and running costs. Upon request, the P4G Coordination Hub can work with the national platforms to enhance their role as partnership developers, creating and strengthening the capacity to take full advantages of P4G opportunities.

The Danish National Platform will be the State of Green. The operational details described here will be detailed in a P4G operating manual to be developed early in 2018. The manual will be consistent with WRI procedures.

## 5. BUDGET

Based on the annual provisions in the FFL2018 and the budget approved by the Danish Government in June 2017, the indicative program grant budget is foreseen as follows (DKK million):

Budget	2018	2019 (1)	2020(1)	2021(1)	2022 (1)	Total
Partnership fund (2)(5)	25	24	25	24	25	123
P4G Coordination Hub (3) (4)(5)	16.2	16.2	16.2	16.2	16.2	81
National Platform (Denmark)	3.8	3.8	3.8	3.8	3.8	19
Monitoring, reviews etc. (MFA)	0	1	0	1	0	2
Total	45	45	45	45	45	225

Notes:

- (1)Dependent on annual provisions in subsequent annual Financial Act
- (2)Including 6 % of total amount for fund administration
- (3)Including up to 7% of total amount to cover office rent, IT equipment, Quality Assurance of of publications, Human Resources Management etc.
- (4)WRI will provide in-kind contribution up to 0.5 DKK annually (oversight/management support to P4G Hub Director)
- (5) Financial management arrangements concerning WRIs role as host of the P4G Hub has been developed

Breake down of the budget item National Platform (Denmark) is presented in the underlying DED with SoG.

A Danish core-fund contribution to WRI for the five-year period of 2018-2022 with annual allocations of DKK 15 million is foreseen. WRI will be the key knowledge partner and in this capacity deliver the biennial State of Art report, various interim knowledge products, summarizing lessons learnt from partnerships, and cooperation with Danish/Nordic think-tanks.

The Partnership fund will respond to demand and will be guided by the grant criteria defined in the present document and later updated and adjusted in the operations manual. To ensure arm's length and avoid any conflict of interests WRI is excluded from applying for funds.

For budgeting estimates the following has been assumed:

- Start-up window – maximum 75% grant funding up to a grant of DKK 615,000 (USD 0.1million). Five start-up grants of an average of DKK 307,500 (USD 50,000) each per year

for each of 5 years leading to an start-up expenditure of approximately DKK 1.5m (USD 0.25m) per year and approximately DKK 7.7m (USD 1.25m) in total.

- Scaling window - maximum 50% funding up to a grant of DKK 6.15m (USD 1.0 million). Five scaling grants of an average of approximately DKK 4.6m (USD 0.75m) each per year for each of the 5 years leading to an start-up expenditure of approximately DKK 23m (USD 3.75m) per year and DKK 115m (USD 18.75) in total
- The total fund will thus have an expected expenditure of DKK 24-25m (approximately USD 4m) per year and DKK 123m (USD 20m) in total, depending on exchange rates at the time.

## Annex 1 Process Action Plan (PAP)

Timeline	Activity	Documentation
June 2016	3GF rethinking process adopted	Minutes Cabinet meeting Minutes 3GF Advisory Board Meeting
October 2016	Partner-meeting in Copenhagen	Minutes Partner-meeting
March 2017	Roundtable in Chile	Minutes Roundtable
April 2017	Roundtable in Ethiopia	Minutes Roundtable
April 2017	Roundtable in China	Minutes Roundtable
May 2017	Roundtable in Vietnam	Minutes Roundtable
May 2017	Country partner-meeting in Copenhagen	Minutes Meeting
June 2017	P4G proposal adopted	Minutes Cabinet meeting
June 2017	Presentation to Programme Committee	Concept Note
September 2017	P4G Launch in New York	Media cover
November 2017	Presentation to the Council	Program Document
December 2017	Approval by the minister for Development Cooperation	Program Document
December 2017	Signing of financial management arrangements with WRI and SoG	Financial management arrangement
After agreement(s) are signed	Registration	MFA's financial systems
January 2018	Start of initiative	Logo, branding material

## Annex 2 3GF Partnerships

Partnership	Summary	Partners
<b>2030 Water Resources Management</b> <a href="https://www.2030wrg.org">https://www.2030wrg.org</a>	A platform to engage in fact-based, analytical approaches and coalition building initiatives that help governments to catalyse sustainable water sector transformations.	Lead: IFC (host)  Partners (global): AB InBev, Coca-Cola, Dow, Grundfos, Nestle and PepsiCo, IBRD, SDC, GGGI, IDB, AfDB, Sida, UNDP, GWP, BRAC and IUCN.  Numerous (different) partners engaged with the various national platforms
<b>Biomass Platform</b> Scoping	Focusses on developing a global biomass platform to promote dialogue and to guide the transition to a bio-based economy.	Lead: IUCN  Partners: under identification
<b>Business and Innovation for Sustainable Lifestyles</b> <a href="https://www.scp-centre.org/our-work/3gf-partnership/">https://www.scp-centre.org/our-work/3gf-partnership/</a>	Aims to enable sustainable lifestyles through testing and upscaling new business models with a focus on public-private partnerships at country level.	Lead: Collaborating Centre for Sustainable Production and Consumption (CSCP)  Partners: Ikea, Philips, WBCSD and others to be identified.
<b>Building Efficiency Accelerator</b> <a href="http://buildingefficiencyaccelerator.org/">http://buildingefficiencyaccelerator.org/</a>	A public-private collaboration that turns global expertise into action to accelerate local government implementation of building efficiency policies and programs.	Lead: WRI  Partners: Sustainable Energy for All (SE4ALL), Global Partnership for Energy-Efficient Buildings, 40 cities
<b>Competitive Advantage of Sustainable Infrastructure</b>	Designed to promote and implement resiliency and sustainability in infrastructure and clarify the role of investors in developing resilient infrastructure funds.	Lead: Global Basel Infrastructure  Partners: under identification
<b>Food Loss and Waste Protocol</b> <a href="http://flwprotocol.org/">http://flwprotocol.org/</a>	Multi stakeholder process to develop the global standard for measuring food loss and waste in a consistent, credible and transparent manner.	Lead: WRI  Partners: The Consumer Goods Forum, Food and Agriculture Organization (FAO), FUSIONS, United Nations Environment Programme (UNEP), World Business Council for Sustainable Development (WBCSD), WRAP (The Waste and Resources Action Programme)
<b>Global Forest Watch</b> <a href="http://www.globalforestwatch.org">www.globalforestwatch.org</a>	A near real-time forest monitoring system that unites satellite technology, data sharing, and human networks around the world to fight deforestation.	Lead: WRI  Partners: Around 70 partners including: Google, Esri, Digital Globe, UNEP, IMazon, CIAT, ScanEX, FAO, corporate members of the Consumer Goods Forum, academic and research bodies such as the University of Maryland and the Center for Global Development and development agencies including USA, Norway, UK.
<b>Grid Integration</b>	A public and private network, to overcome challenges in integrating renewable energy into the grid, at speed and at scale.	Lead: WRI

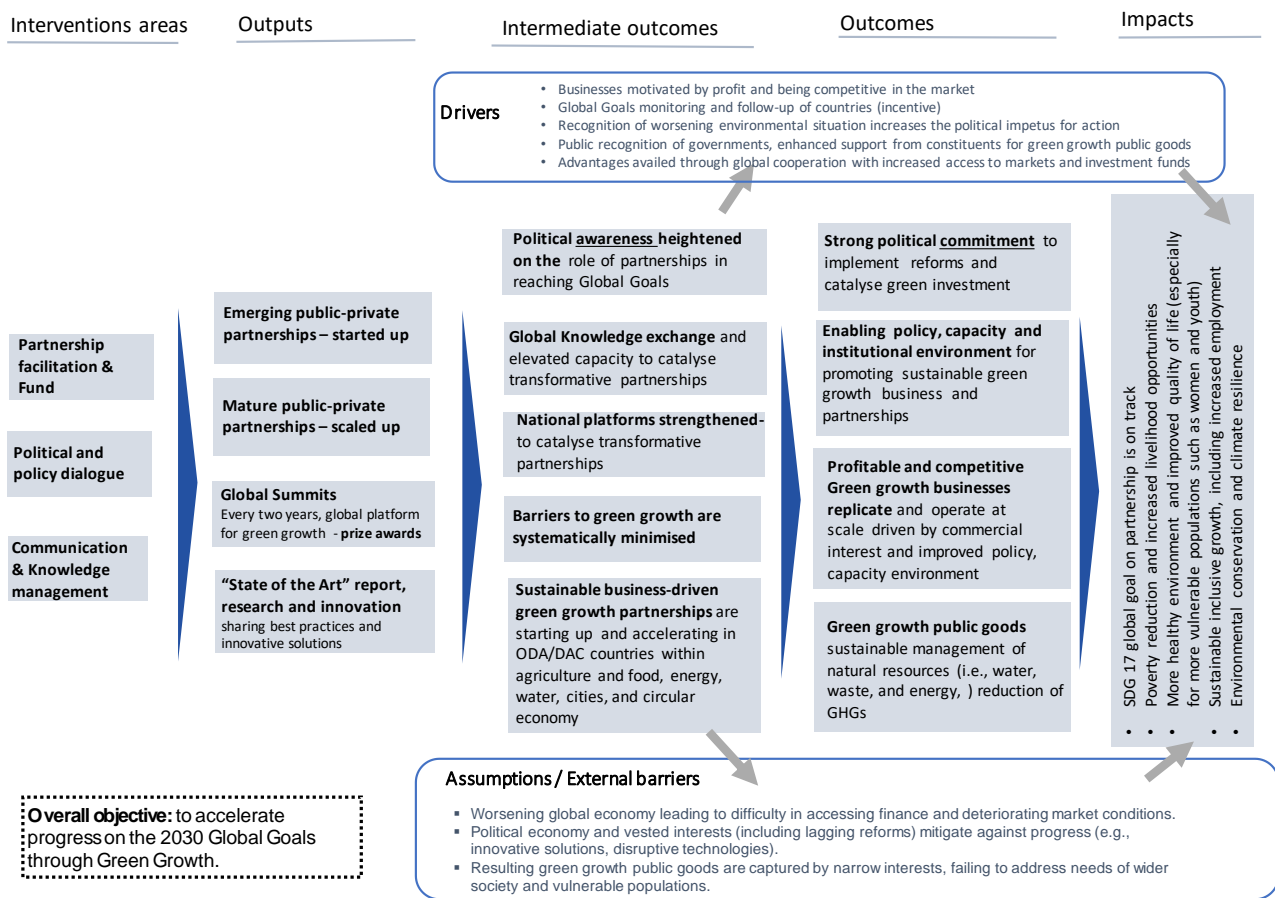


		Partners to be included: ABENGOA SOLAR, INTERCHILE, First Solar, Instituto de Investigaciones Eléctricas, Andritz Chile Ltd, Vestas
<b>Green Commodities Platform</b> <a href="http://www.undp.org/content/gcp/en/home.html">http://www.undp.org/content/gcp/en/home.html</a>	Establishing national commodities to promote sustainable production and trade at the country level for a target commodity.	Lead: UNDP  Partners: including IKEA and Mondelez International, UN-REDD Programme, the Global Environment Facility and the Swiss State Secretariat for Economic Affairs
<b>Industrial Symbiosis</b> <a href="http://www.international-synergies.com/">http://www.international-synergies.com/</a>	Brings together companies from different sectors to raise awareness of industrial symbiosis and facilitate business opportunities and avoid waste in a circular economy.	Lead: International Synergies  Partners: include German Development Organization (GIZ), Plastics Europe, Birmingham City Council, Western Cape Government, South Africa and Mexican Governments.
<b>Integrated Waste Management System</b>	Working to unlock value in the waste management and recycling supply chain through demonstration sites, best practice roadmaps and creating an enabling environment.	Lead: Masdar Institute  Partners: under discussion
<b>Landscapes for People, Food and Nature Initiative</b> <a href="http://peoplefoodandnature.org">peoplefoodandnature.org</a>	Collaborative initiative of knowledge sharing, dialogue and action to improved food production, ecosystem conservation, and sustainable livelihoods.	Lead: Eco Agriculture Partners  Partners: Biodiversity International; CI : FAO; International Fund for Agricultural and Innovation; UNEP; World Agroforestry Centre; The Ministry of Economic Affairs of the Netherlands and WRI plus 60 partners
<b>Latin American Water Funds Partnership</b> <a href="#">Water Funds</a>	Working to scale up financing systems designed to support the maintenance of clean water sources, enhance natural ecosystems, and support community economic development.	Lead: TNC  Partners: GIF, TNC and Femsa Foundation at a regional level with additional partners in each city fund.
<b>Mobilising green growth finance</b>	Mobilizes and connects public and private finance to the priorities of green growth.	Lead: 3GF  Partners
<b>Natural Capital Protocol (NCP)</b> <a href="http://naturalcapitalcoalition.org/protocol/">http://naturalcapitalcoalition.org/protocol/</a>	Provides guidance on how businesses can assess their impacts and dependencies on natural capital, and manage these better.	Lead: Natural Capital Coalition Partners: Accenture, ACTS, ARCADIS, The B Team, Carbon Disclosure Standards Board, University of Cambridge Institute for Sustainable Leadership, Conservation International, Deloitte, eCountability, eftec, ERM, EY, FAO, GIST Advisory, IERS, Imperial College London, Integrated Sustainability Services, IUCN, Natural Capital Project, The Nature Conservancy, The Sustainable Fashion Academy, PwC, Sustain Value, Synergiz, Trucost, True Price, WBCSD, WRI and WWF
<b>Nordic Initiative for Sustainable Aviation (NISA)</b>	Brings together companies and stakeholders in Nordic countries as a force for good, to promote and develop a more sustainable aviation industry and sustainable aviation fuels	Lead: NISA Partners: Air Greenland, Atlantic Airways, Finnair, Icelandair, SAS and TUI Fly Nordic, Copenhagen Airports, Finavia, Avinor and Swedavia, IATA, Boeing and Airbus.
<b>Polymers and Packaging in the Circular Economy</b> <a href="https://newplasticseconomy.org/">https://newplasticseconomy.org/</a>	Influential cities, reverse logistics companies, fast-moving consumer goods manufacturers and retailers developing a roadmap for plastic packaging in the circular economy.	Lead: Ellen MacArthur Foundation  Partners: WEF, McKinsey, Averde, BT, Tarkett, Royal DSM, Ecolab, Indorama Ventures, Philips, SUEZ and Veolia
<b>Public Procurement and Eco-Innovation in the Health Sector</b>	Aims to encourage governments to adopt sustainable and green public procurement	Lead: UNDP  Partners:

<a href="http://savinglivesustainably.org/members/undp/hFFFFg.html">http://savinglivesustainably.org/members/undp/hFFFFg.html</a>	practices in their health care sectors, potentially through a green protocol.	
<b>Power System Transformation</b> <a href="https://www.21stcenturypower.org/">https://www.21stcenturypower.org/</a>	Enabling the development of reliable, efficient, and affordable electricity systems while minimizing health and climate impacts through best practice and knowledge sharing.	Lead: Danish Ministry for Energy, Utilities and Climate (EFKM) Partners: WRI, CNREC, 21st Century Power Partnership (governments of US, India, Denmark, Germany, Finland and Deutsche Bank, Cisco, IBM, Schneider Electric).
<b>Partnership for Procurement and Green Growth (PPGG)</b> <a href="http://www.iisd.org/library/procurement-innovation-and-green-growth-story-continues">http://www.iisd.org/library/procurement-innovation-and-green-growth-story-continues</a>	Works to move forward the agenda for procurement as a tool for spurring innovation and achieving green growth through technical assistance, advocacy and policy dialogue.	Lead: International Institute for Sustainable Development (IISD) Partners: ecos and Global Energy Basel, EPEAT, International Road Federation, State Government of Sao Paulo, Thomson Reuters, Royal Philips Electronics, Abu Dhabi Sustainability Group, Infrastructure Development Finance Company, Danfoss and Office Depot
<b>Race to the Top</b> <a href="https://www.idhsustainabletrade.com/resource/race-to-the-top/">https://www.idhsustainabletrade.com/resource/race-to-the-top/</a>	Creating a “race to the top” with a sustainable system of apparel characterized by measurable progress both in environmental performance and the well-being of workers.	Lead: Sustainable Trade Initiative (IDH) Partners include Levi Strauss & Co, Better Work, Sustainable Apparel Coalition, International Finance Corporation
<b>Risk Sharing in Financing the SDGs</b>	Mobilizes and connects public and private finance to the priorities of green growth by creating a green growth themed private equity fund and a framework for an innovative financing mechanism for green growth	3GF
<b>Scaling Green Off-Grid Energy Solutions</b>	Works to accelerate and scale up off-grid solutions in Africa, providing access to high quality, clean and cost effective electricity systems to those in rural and isolated areas.	Lead: Kenyan Climate Innovation Centre (CIC) Partners: Masdar, Trina Solar, Vestas
<b>SETI Alliance</b>	Brings together governments and businesses to work constructively towards green trade liberalization and lowering barriers to trade in clean energy goods and open markets.	Lead: ICTSD Partners: Trina Solar, Energy Charter Conference, European Wind Energy Association,
<b>AFR 100</b> <a href="http://www.wri.org/our-work/project/global-restoration-initiative">http://www.wri.org/our-work/project/global-restoration-initiative</a>	AFR 100 country-led effort to bring 100 million hectares of land in Africa into restoration by 2030	Lead: WRI Partners:
<b>Urban Water Leakages: Phase 2</b> <a href="https://www.esi-africa.com/wp-content/uploads/2016/05/Anton-Earle.pdf">https://www.esi-africa.com/wp-content/uploads/2016/05/Anton-Earle.pdf</a>	Tackles non-revenue water (NRW) and the challenge of water losses and resulting revenue losses in an urbanizing Africa.	Lead: SIWI
<b>Water pricing</b>	Multi stakeholder platform on water pricing to reduce uncertainty around water pricing for decision makers and to develop appropriate policies, tools and case studies.	Lead: Stockholm International Water Institute (SIWI) Partners: under identification

### Annex 3 Theory of Change

The theory of change is summarised in the diagram below:



**[Interventions – to - Outputs]:** The P4G has three areas of interventions:

- it facilitates partnerships at the start-up and scaling phase and provides catalytic funding where needed for triggering emerging and ensuring that more mature and already successful partnerships scale up and replicate.
- it carries out political and policy dialogue;
- it enhances communication between partners and manages knowledge;

A number of concrete outputs will be delivered through a combination of these interventions and working through the actions of all stakeholders (including: partner countries, the P4G partners, the board of directors, the P4G Coordination Hub, the national platforms and the institutions that lie behind them and, most critically the public private partnerships themselves). The outputs that will be delivered by the P4G include:

- **Global Summits** - every two years that will create a global platform for green growth at the highest level showcasing system solutions and providing an opportunity to “inspire and be inspired” – a prize award will be provided to highlight outstanding success and potential.

- **State of the Art reports** - every two years, highlighting research and innovation, and sharing best practices and innovative solutions and drawing on the knowledge management services of the P4G Coordination Hub, the WRI/NCE host and other partners.
- **Emerging partnerships** - that are triggered through start-up facilitation and where necessary and on a limited scale seed funding.
- **Mature and successful partnerships** - that scaled up and replicated through scaling facilitation and where necessary funding.

**[Outputs – to - Intermediate Outcomes -to - Outcomes]:** Successful delivery of the four main outputs above is expected to lead to a number of intermediate outcomes that can be summarized as follows:

- **Heightened political awareness** - of the role of partnership in achieving global goals
- **Global knowledge exchange** - and elevated capacity to catalyze transformative partnerships,
- **National platforms strengthened** - with increased capacity and know-how to catalyse transformative partnerships
- **Barriers to green growth are systematically minimized** - allowing green growth businesses and partnerships to both replicate and operate at scale driven by commercial interest and improved policy, capacity, and enabling environment
- **Sustainable business-driven green growth initiatives** – starting up and accelerating in developing countries in agriculture, energy, water, climate, cities and the circular economy.

The global summits and state of the art reports in conjunction with the example of new and expanding partnerships will lead to heightened political awareness of the role and potential of partnership in reaching the global goals. National platforms will be strengthened through hosting and participation in the global events and reporting and through active facilitation of partnerships. As partnerships grow in number and effectiveness the barriers to green growth are expected to be reduced and in some cases eliminated. This in turn will drive the creation and expansion of business driven green growth initiatives - in recognition that partnerships are a means to an end and not an end themselves.

The gradual and sequential attainment of the intermediate outcomes will vary from country to country and over time and in reality, describe ongoing processes that are open to constant improvement and evolution. As the intermediate outcomes are strengthened and consolidated it is expected that ground breaking outcome will emerge that have the potential to transform make a lasting impact. It is expected that this will be achieved by the following processes:

- As political awareness is heightened on the role of partnerships, global knowledge and especially the capacity of national platforms and institutions is enhanced, barriers to green growth are reduced and a rising tide of partnership is starting to bring about change, it is expected that political awareness will mature into strong political commitments to implement difficult reforms and catalyze green investment.
- As global knowledge and enhanced capacity of national platforms and partnership actors at all levels increases it is expected that this, in combination with the stronger political

commitment, will translate into a conducive enabling policy and institutional environment with the capacity to carry out new and transformative policies.

- As barriers to green growth diminish and as partnerships are starting up and accelerating it is expected that profitable and competitive green growth business will replicate and operate at scale benefiting from the improved enabling environment.
- Finally, as viable green growth businesses thrive, there will be a substantial contribution to green growth public goods in terms of improved management of natural resources and reduction of greenhouse gas emissions.

**[Outcomes – to - impacts]:** the impact of the attainment of the outcomes will be that an important contribution is made to putting the SDG17 goal on partnership on track. The commercial operations will lead to employment, reduced poverty and enhanced livelihoods with a focus on reaching out to youth and women in key value chains. Environmental degradation and climate change will be combatted and vulnerable people will have a healthier environment and a higher quality of life.

The key assumptions and external barriers for reaching these outcomes and impacts are related to systemic market barriers affect access to finance for green growth initiatives such as:

- Worsening global economy leading to difficulty in accessing finance and deteriorating market conditions does not occur or overwhelm the change processes noted above
- Entrepreneurs respond to the new opportunities.
- Political economy and vested interests (including lagging reforms) are not successful in stopping progress (e.g., on adoption of innovative solutions and disruptive technologies).
- Resulting green growth public goods are not captured by narrow interests, failing to address needs of wider society and vulnerable populations.

The main drivers that contribute to both intermediate and final outcomes are:

- Businesses motivated by profit and being competitive in the market
- Political incentive of countries - monitoring and follow-up on progress towards the SDGs
- Recognition of worsening environmental situation increasing political impetus for action
- Public recognition of governments and enhanced support from constituents for green growth public goods
- Advantages availed through global cooperation with increased access to markets and investment funds

## Annex 4 Results Framework

Thematic Program		Partnering for Green Growth and the Global Goals 2030 (P4G)	
Thematic Program Objective		The objective of P4G is to contribute to delivering market driven green solutions to meet the SDGs in at least 10 countries where P4G supports public private partnerships	
Impact Indicator		2030 SDGs are on track by end 2022 in the countries that P4G engages in and with a focus on SDG 2, 6, 7,11,12,17. The impact of P4Gs support to these SDGs will be determined based on the partnerships and activities that are undertaken across countries and sectors or themes.	
Baseline	Year	2018	When partnerships are initiated or scaled-up, an ex-ante baseline based on relevant indicators will be drawn up.
Target	Year	End 2022	Periodic reporting and tracking of progress will allow annual stocktaking as a gauge of performance. An ex-post assessment will be done after the completion of the partnership or period of P4G-support or engagement. The target is that the relevant SDGs are on track for 2030 in P4G active countries (at least 10 countries) with a substantial contribution from P4G.
Outcome		The enabling environment for green growth in emerging and developing countries has significantly improved.	
Outcome indicator		SDG indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development	
Baseline	Year	2018	0
Target	Year	End 2022	10 (range 8 to 15)
Outcome		Green growth public-private partnerships initiated	
Outcome indicator		Number of public-private partnerships that move from concept past start-up stage into implementation – linked to SDG target 17.16. and 17.17 (associated SDG indicators not relevant)	
Baseline	Year	2018	0
Target	Year	End 2022	25 (range 15-30)
Outcome		Green growth public-private partnerships accelerated in scale and replication	
Outcome indicator		Number of public-private partnerships that move from implementation stage to significant scaling and replication – linked to SDG target 17.16. and 17.17 (associated SDG indicators not relevant)	
Baseline	Year	2018	0
Target	Year	End 2022	25 (range 15-30)
Outcome		Sustainable private public partnerships that support inclusive economic growth	
Outcome indicator		Increase in turnover, profit and employment for successful P4G partnerships where financial outcomes are explicit as part of partnerships’ success	
Baseline	Year	2018	0
Target	Year	End 2022	30% increase on each measure as an average across all such partnerships
Outcome		Increased investment in growth enterprises that partner with P4G	
Outcome indicator		Financial leverage: Additional private sector equity and or debt relative to initial P4G grant	
Baseline	Year	2018	0
Target	Year	End 2022	Factor 10 (range 8 to 30)

## Annex 5 Risk Management Matrix

Table X Contextual risks

Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to assessment of impact	Risk response	Combined residual risk
Global financial instability and economic slowdown leading to severely deteriorating market conditions	Unlikely	The last slowdown was unexpected in 2007 so not entirely predictable but so far no strong indicators	Major	A global economic slowdown will limit the willingness to invest in developing countries. This was also the case during the global financial crises.	Mitigation by selecting partnerships that are robust	Minor
Global cooperation on climate and global goals reduces	Likely	The US appears likely to pull out of the Paris Agreement and there is a growing concern about collaboration and suitability of current UN and other organisation to deal with the new situation.	Minor	The partnership concept and its links to the SDGs is central to the program.	Mitigation by demonstrating value of partnerships to country partners (new and prospective) and the global community	Minor

Table X Programmatic risks

Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to assessment of impact	Risk response	Combined residual risk
Partner ownership diminishes - new partner countries do not join; partners do not participate actively or contribute financially or engage with national platforms ....and/or existing partner countries leave	Unlikely	The countries are represented at very high level which is positive but makes the commitment politically vulnerable in case of change leadership.	Major	If countries do not join or worse if some leave, the scale and impact of the P4G will be diminished and the critical mass of change may not be reached.	Centre the P4G in WRI with strong convening power – use summits and results of P4G to demonstrate value – ensure partner countries have an ownership, monitor signs of wavering commitment and react. Ensure that Denmark as initial funder does not dominate.	Minor
Insufficient good partnerships emerge	Unlikely	It appears form 3GF and from DMDDP and from stewardship and other similar type of efforts that there is a demand and	Major (if only a few)	The program is only as good as the partnerships it triggers and/or supports (either by grant or facilitation) – if there are few	Focus on facilitation the summits and mobilising political	Minor

Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to assessment of impact	Risk response	Combined residual risk
		potential – nevertheless although facilitation and summits can help stimulate partnerships they cannot (and should not) create them.		authentic and worthwhile partnerships it would undermine the program and cooperation around the SDG 17 in terms of demonstration.	and business interests	
Good partnerships are crowded out by P4G supported ones	Unlikely	Over support in the form of facilitation and funding can have the tendency for global organisations and even national platforms to pick winners and crowd out potentially better and more genuine partnerships.	Minor (major if many or it becomes a tendency)	The quality of facilitation and the quality of the grant application screening and approval process will help ensure that it is catalytic rather than driving and that crowding out does not become a tendency.	Rigorous, independent periodic evaluation. The political pressure to create early results is factor to be managed.	Minor
Impact reduced through spreading too thin	Unlikely	The WRI is experienced in branding knowledge management and should be able to avert this risk.	Minor (major if many or it becomes a tendency)	If the summits and partnerships cover too large a scope the main message and impact might be lost without attaining critical mass in any one sector.	The scope should be kept focus and the branding managed so that it is not diluted	Minor

Table X institutional risks

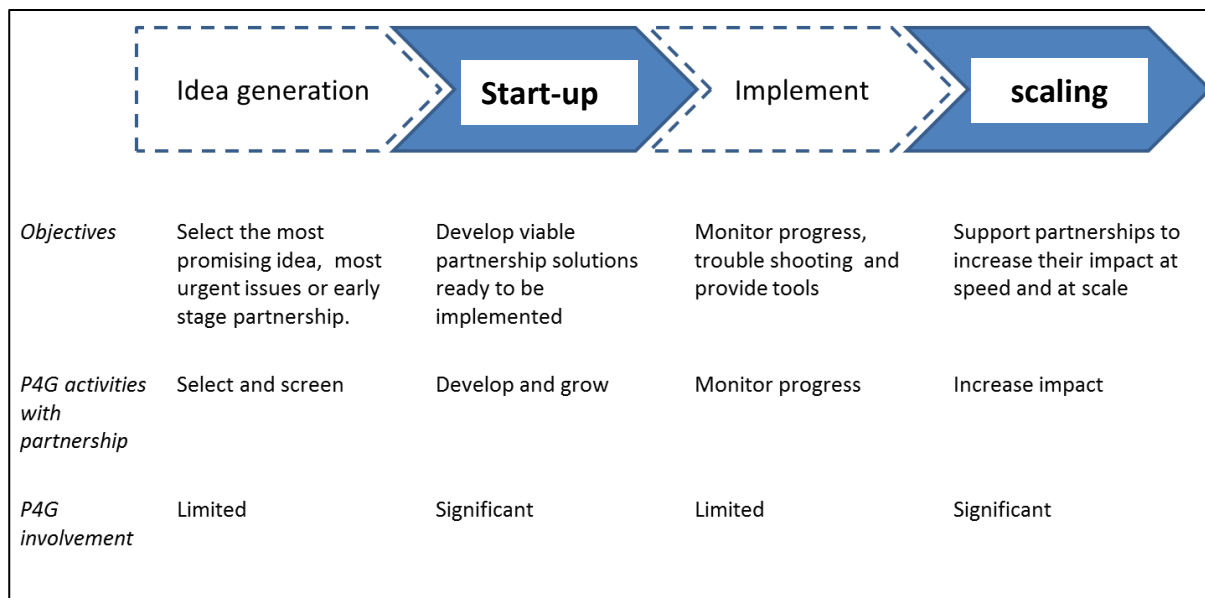
Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to assessment of impact	Risk response	Combined residual risk
Partnerships fail	Unlikely	Partnerships are not easy to start up so there are considerable entry barriers in terms of cohesion and commitment – on the other hand there are vested interests in that work against partnerships functioning (e.g. competition or fear of disruptive technology)	Minor (major if many)	There should be some allowance for failure (because otherwise not enough risk is being taken to justify grant or grant funded facilitation) - but if many partnership fail it would call into question the credibility of the program and efforts to promote SDG 17	Focus on partnership facilitation and on rigorous evaluation of grants through the funding mechanism	Minor
Fraud and gross mismanagement	Unlikely	Especially the provision of grants can bring mixed motives and encourage misuse as can the “loose” ownership of immature partnerships	Major	There is a strong reputational risk and impact from just a few cases of fraud and mismanagement – other donors are unlikely to join and the credibility of P4G will suffer.	Careful grant management to avoid grant misuse and careful facilitation to help build up governance capacity	Minor



## Annex 6 Partnership Facilitation

P4G will concentrate its efforts at two critical stages of the life cycle, namely start up and scaling as shown in the diagram below:

**Figure Annex 2.1 P4G facilitation in partnership Lifecycle**



At start-up stage, P4G will explore new avenues for collaboration by identifying key barriers and opportunities and supporting the start-up of early stage partnerships. It is recognized that partnerships are both risky and resource intensive and there is a high chance a good idea or solution will not get off the ground. The P4G will help new partnerships to succeed by providing a start-up platform to overcome early stage problems such as scoping, feasibility testing and access to funding / resources / networks. P4G may also aim to support the most promising partnerships to pitch at the P4G biennial summit where they will have the opportunity to gain exposure and support from leading businesses, investors, public institutions and experts. Where relevant and when needed emerging partnerships could apply for a start-up grant as described later.

At implementation stage, P4G will be at arms length and support through monitoring and making tools available. Since partnership implementation is driven by the partners and usually done well, there is no comparative advantage in P4G getting deeply involved. Implementation is also very partnership specific and requires technical expertise rather than the more generic skills and expertise that a platform provides – P4G is a platform and does not aim to be a partner on individual partnerships.

At scaling stage, P4G will work with green growth partnerships to prepare them for growth and to accelerate impact. Some partnerships will have been through the P4G start-up process with well established relationships although there may also be partnerships that will come new to the P4G looking for guidance and support. There are many promising green growth solutions where

the impact is not being realised due to organisational, operational, financial or strategic barriers. Unblocking these barriers will require a deep relationship with a hands-on and tailored approach and P4G will therefore only work to accelerate a small number of partnerships. Typically, P4G will support partnerships to adapt their models for scale and replicability and, to access financial and professional resources. Where relevant and when needed emerging partnerships could apply for a scaling grant as in the following section.

All P4G partnerships will be subject to careful selection and will need to be ambitious and innovative, focus on green growth solutions, leverage the complementary resources of public and private sectors, have impacts in developing and emerging economies and accelerate the SDGs in select thematic areas. The P4G Hub will play a critical role in understanding the needs of different partnerships and identifying what sort of partnership facilitation they will need – brokerage, technical advice, concept development etc. The partnership facilitation pipeline will be flexible and driven by both interest generated from the P4G Hub and Partners as well as open processes to apply for partnership funds. This blended approach will not only give the P4G an opportunity to welcome interested partnerships but also to identify gaps and critical issues and push forward innovative or promising solutions as they emerge more dynamically. The pipeline for the fund will be demand driven. Those partnerships that receive funding will need to make a formal application (concept note and proposal) and adhere to the rules and regulations traditionally required by development assistance providers. A partnership that goes through the facilitation process may also apply for funding and those partnerships that access funds may also need facilitation, but one is not dependent on the other. It is a mutually supportive process that encourages partnerships to engage with the P4G based on their individual needs – i.e. some partnerships only need facilitation, some need funding and others both. Both facilitated and funded partnerships may have the opportunity to participate in the biennial summit, depending on their needs and progress and on the priorities and thematic focus of the summit. And both facilitated and funded partnerships will be required to report at some level on their activities in a related but independent process.

## Quality Assurance checklist for appraisal of programmes and projects above DKK 10 million<sup>1</sup>

*The checklist is signed by the appraising desk officer and management of the MFA unit and attached to the grant documents. Comments and reservations, if any, may be added below each issue.*

**File number/F2 reference:** 2017-28945

**Programme/Project name:** Partnering for Green Growth and the Global Goals – P4G

**Programme/Project period:** 2018- 2022

**Budget:** DKK 225 million, in annual tranches of DKK 25 million.

### **Presentation of quality assurance process:**

*[Short description of the quality assurance process incl. considerations for not undertaking a full appraisal]*

The Technical Quality Support department (TQS) has appraised and provided quality assurance of the proposal during the final stages of the preparation process. Given the technical capacity and experience residing in the VBE department, including from many years of implementation experience with the precursor programme, the Global Green Growth Forum (3GF), and from past engagements with the World Resources Institute, as well as from a number of private sector support instruments the present appraisal model is appropriate.

TQS has participated in a number of meetings during the QA process, and held meetings with the VBE team to discuss draft versions of the documentation. A number of key issues and concerns, among others related to management and governance arrangements were addressed during this process.

During the preparation process, the VBE team has been working closely with WRI and State of Green in the development of the setup of the P4G structure. Extensive consultations and outreach was also part of the work programme – including also with other partner governments.

The appraisal process is documented through the completion of the below appraisal checklist. The appraisal process has concluded that the appropriation is ready for presentation to the Council for Development Policy. The appraisal process also recommends that an inception review of the P4G Hub, its work plans, and organisational manuals and rules of procedure should take place around six months after the Director of the P4G Hub assumes office. This is to assess progress and provide any guidance that may be required to ensure efficient implantation of activities, as well as consistency and coherence with Danida guidelines and priorities.

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<sup>1</sup> This format may be used to document the quality assurance process of appropriations above DKK 10 million, where a full appraisal is not undertaken as endorsed by TQS (appropriation from DKK 10 up to 37 million), or the Programme Committee (appropriations above DKK 37).

☒ **The design of the programme/project has been assessed by someone independent who has not been involved in the development of the programme/project.**

*Comments:* An entirely independent appraisal has not been undertaken. TQS has provided quality assurance during the final stages of the preparation process and commented on draft versions as requested. VBE is responsible for the actual development of the programme documentation.

☒ **The programme/project complies with Danida policies and Aid Management Guidelines.**

*Comments:* At the overall level, the ambition of this programme aligns well with the priorities of the Danish Government and Danida. Fundamentally, the programme is about leveraging the economic and creative resources of the private sector and civil society organisations to address daunting development and climate challenges. Successful implementation should help define and single out approaches and solutions that would facilitate a more sustainable growth pattern, more decent employment opportunities as well as technology transfer - all in pursuit of the SDGs and for greening growth to help address the agenda of climate change and environmental issues in the often challenging contexts of emerging markets and developing countries.

The presentation in the programme document complies with Danida Aid Management guidelines.

☒ **The programme/project addresses relevant challenges and provides adequate response.**

*Comments:* Helping governments at various levels, civil society, and businesses explore joint solutions that will ultimately lead to more sustainable choices complements rather than substitutes for the many other ways in which the SDGs are pursued, notably through scaled-up blended financing and targeted ODA investments. P4G builds on the lessons gained from implementing activities under the 3GF programme, including from its strengths as well as its weaknesses. The present design provides a combination of tools and approaches that should enable the mobilisation of substantial additional resources in addition to the amount of ODA a sole bilateral donor such as Danida could bring on its own.

☐ **Comments from the Danida Programme Committee have been addressed (if applicable).**

*Comments:* The Programme Committee had noted that P4G is a challenging endeavour. More specifically the Programme Committee had requested that the documentation provide (i) clarity as to how P4G would complement the efforts of other initiatives aimed at greening growth and reaching the SDGs; (ii) provide a more concise description of how lessons and experiences 3GF had influenced design of P4G; (iii) a robust results framework and risk matrix.

The Programme Committee expected a stocktaking exercise/inception review at some point in 2018. The Programme Committee also requested TQS to provide quality support during

programme design and formulation in lieu of the standard appraisal process for programmes of this size and complexity.

The documentation submitted for appraisal responds to these comments and requests.

Ad (i) Context and complementarities: The documentation contains a brief overview of how P4G complements, and is envisaged to position itself in relation to, other initiatives and approaches that address climate challenges and promote environmental sustainability, as well as the SDG Fund managed by the Investment Fund for Developing Countries, IFU.

Ad (ii) Lessons from 3GF: At a fundamental level the proposed design and structure for P4G incorporates many important lessons from 3GF. A systematic evaluation of 3GF is not available and so conclusions and lessons are less firm than a full evaluation exercise would have allowed. Still, many 3GF-activities did result in real partnerships and concrete outcomes and the impression is that more could have been done with the right tools and structures. An important aspiration for 3GF and for P4G was and remains to galvanize wide international support behind the initiative. Here optics and location matters. This is reflected in the choice of WRI as host for the initiative. A much more robust management structure is proposed for P4G. This includes outcome objectives and indicators that can be monitored regularly to guide implementation and allow for periodic stock-takings. A rigorous risk assessment has also been undertaken. The resulting risk matrix is noteworthy for its quality compared to those found in other engagement and funding proposals. As such it constitutes a genuine tool that can help guide implementation and management of the initiative.

Ad (iii) Results framework: Given the demand driven nature of the proposed programme, as well as the contributions of many independent and, as of yet, only loosely coordinated partners, the task of defining appropriate and meaningful indicators and setting realistic targets to measure progress, outcomes and impacts against has been challenging. Against this backdrop, the proposed results frameworks appear appropriate – see also below for more detailed assessment of the proposed results framework.

Risk matrix: A pertinent list of possible risk factors to successful implementation has been drawn up. Risks have been discussed with partners in numerous workshops and meetings. Importantly, mitigating measures and approaches to management of risks have also been identified. Residual risks are acceptable. See also below for more detailed assessment of the risk assessment and proposed management thereof.

**☑ The programme/project outcome is found to be sustainable and is in line with the national development policies and/or in line with relevant thematic strategies.**

*Comments:*

As indicated above, the outcomes are found to be in line with Danish thematic priorities as presented in “The World 2030”. The success of this initiative hinges on the quality and outcomes of the partnerships that are facilitated and supported. This in turn will be influenced by the quality and nature of the proposed facilitation and funding process. In this respect an overarching focus on sustainability and responsible business conduct is discernible from the documentation submitted for appraisal and from close and continuous discussions with the team in charge of formulation. In combination with the capacities and track records of the institutions that have been retained as the implementing structures for

this initiative – the respectable and widely acclaimed think-tank World Resources Institute as host for the international Hub, and the public-private partnership of State of Green for the Danish platform, as well as the extensive dialogues and concertation efforts that have gone into the underlying preparatory work with the other Governments behind this initiative, the overall impression is one of convincing dedication to sustainability as well as respect for national priorities and thematic strategies.

- ☒ **The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.**

*Comments:*

The results framework highlights the expected contribution to specific SDGs. Linking the results framework to the SDGs serves as anchor and guiding principle for the initiative. While this is mostly useful at the overall thematic and ultimate impact level, it is also recognised that the SDGs are interlinked and that the precise level of programme-contribution to specific SDG's may prove difficult to ascertain. Furthermore, the composition and nature of the partnership portfolio will only be known at a later stage. It is also appropriate that tangible and concrete output and outcome level indicators and targets have been identified for monitoring and periodic review purposes. To be useful, these indicators and targets must be part of the work programme and eventually assessment of the performance of the implementing partners and the overall programme. As noted in the programme documentation, more precise targets should be expected as implementation experience is gained. To enrich the assessment of the results and outcomes of P4G it could be considered to undertake a number of case studies of selected partnerships as a more qualitative supplement to the monitoring approach currently proposed.

- ☒ **The programme/project is found sound budget-wise.**

*Comments:*

SoG budget: Based on previous experience from 3GF and from administration of Danida private sector instruments, such as the Danida Market Development Partnership, the proposed budget appears realistic. If the scope and objective of e.g. the Danida Market Development Partnership and the present initiative are different, and at the risk of simplifying, some of the key aspects related to long-term engagements with partners and facilitation of processes share some commonalities. In addition, SoG is expected to play an important role in preparation of summits and high-level outreach events. On this basis the annual budgetary allocation to cover associated administrative costs of the Danish Platform, i.e. State of Green, seems appropriate. State of Green is expected to provide in-kind contributions. Co-funding also from other stakeholders is a possibility as the initiative gains speed.

P4G Hub budget: The assumptions underpinning the Partnership Fund reflect the best estimates of the formulation team. These assumptions on the one hand reflect the ambitions of the founding partners behind P4G initiative as they were presented by some of the partners at the launch during the week of the 2017 UNGA in New York, and on the other hand experience from other challenge fund type initiatives. Demand for support to relevant

partnerships, as well as outreach by the P4G Hub, will show if the budget and its underlying assumptions need further calibration and / or revised distributions over the course of implementation. The associated administrative resources that will be required for WRI appear reasonable and within the levels otherwise seen across different types of partnerships.

**☒ The programme/project is found realistic in its time-schedule.**

*Comments:*

The initial period of operations is 2018-2022. Five years is probably the minimum length that can be envisaged taking into consideration the time it will realistically take to get all rules and procedures institutionalized and for many of the partnerships to mature and reach fruition and demonstrate outcomes and impacts. So while there is a demand for quick results, a dose of patience is also required.

Given the comprehensive and complex nature of the P4G, the first 6-8 months of operation are likely to be very demanding in terms of developing procedures, manuals, and other technical aspects while also involving extensive outreach to official and private programme partners. A committed, enthusiastic, and experienced P4G-hub team that can hit the ground running and deliver quick and solid results will go a long way towards the overall success of the initiative. It is expected that MFA and WRI will contribute time and resources early in the process to ensure momentum and progress. MFA should also be expected to maintain a closer than usual dialogue with SoG during the inception phase to help overcome challenges and quickly nib potential issues in the bud.

**☒ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.**

*Comments:*

Extensive consultations with other Government-partners for P4G have resulted in a number of commitments to participate and play an active role in implementation. The commitment of these partners as well as from businesses was evident at the official launch of P4G in New York at the United Nations General Assembly in September. The funding mechanisms for incubating and accelerating partnerships, which form an integral part of the initiative, are designed to allow for other possible future funders to join at a later stage.

**☒ The Danida guidelines on contracts and tender procedures have been followed.**

*Comments:*

No particular issues are raised regarding contracts and tender procedures. The Ministry of Foreign Affairs is not sourcing or purchasing services and products that could have been delivered by other entities. State of Green is a unique public-private-partnership within its field in Denmark. The funding extended to SoG in its capacity as Danish Platform under P4G is bordering a core-contribution, however with a few overall objectives and expected results. The strategic partnership that MFA is establishing with WRI as host of the P4G Hub reflects shared objectives and aligned aspirations in this area. Economic gain or a profit motive is not the main motivation for WRI's decision to host P4G. Just as SoG is a unique partnership/institution in Denmark, WRI is a unique organization at the global level. WRI has a set of unique characteristics, a very wide and consolidated international network, an

excellent reputation, and, importantly, it has a good understanding of the task at hand based on many years of close cooperation. These are qualities that are not otherwise widely available in the market. A key consideration behind the choice of WRI as P4G host has been its status as international but not intergovernmental. Here the intention of attracting other funding partners for the initiative has been important. All in all, the tasks, contributions and services that are expected of WRI and SoG as partners of P4G are not easily quantifiable or easy to define in advance.

**☒ The executing partner(s) is/are found to have the capacity to properly manage and report on the funds for the programme/project and lines of management responsibility are clear.**

*Comments:*

The rationale for selecting the World Resources Institute and State of Green as platforms and hosts for P4G are well justified. WRI has a long and solid track record of relevant thematic engagements and possesses a unique combination of cutting-edge analytical capacity and experience from application of findings to relevant country settings. As host to the independent P4G Hub, WRI has in consultation with the Ministry of Foreign Affairs of Denmark agreed that it will not be eligible for funding support of initiatives and engagements to which it is a partner. This is to clarify and underline the independence of P4G and to avoid any risk of misconception that WRI would favour itself and its own portfolio of projects and partnerships at the expense of others. While the international Hub will be governed by its own Board of Directors and benefit from the services and experience of a newly recruited director, its co-location at WRI is expected to be an important source of inspiration and support – especially during the early stages of setting-up and implementation. WRI has experience from hosting other international initiatives and its vast and consolidated network among policy makers, thinkers and doers in business and government make it an attractive and appropriate partner for Denmark and the other Governments behind P4G. As a public-private partnership, State of Green is in itself a good example of the benefits of working in partnership across sectors and institutions. As such, its unique perspective on the capacities of Danish enterprises and the solutions they present to many climate and sustainability challenges facing the world today, is likely to be a strong contributor to the agenda of P4G. For its many strengths, it must also be recognized that SoG does not at present have in-house technical expertise related to projects and implementation in non-OECD countries. However, with appropriate guidance and support from the Hub and strategic recruitments to fill the technical lacunas, good and globally relevant partnerships should be expected from this side.

**☒ Risks involved have been considered and risk management integrated in the programme/project document.**

Key risks presented are relevant and mitigating measures are found to be adequate, see also above under “Comments from the Danida Programme Committee have been addressed”.

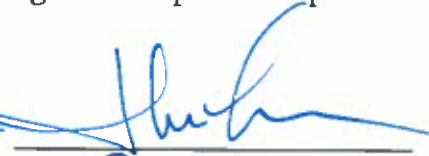
- ☒ In conclusion, the programme/project can be recommended for approval: Yes**
- Issues related the HRBA/Gender have been considered adequately
  - Issues related to Green Growth has been considered if applicable



- Environmental risks are addressed by adequate safeguards when relevant

*Comments:* Green Growth and Environmental risks are the themes of the planned programme, and both WRI and State of Green are strategically oriented towards addressing issues in these areas. The documentation mentions that considerations for Human Rights and Gender will be guiding aspects when working with the partnerships.

Date and signature of desk officer: 13/11-17



Date and signature of management: 13/11-17

